STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

BUREAU OF MENTAL HEALTH SERVICES

Jeffrey A. Meyers
Commissioner

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June 25, 2018

Margaret Pritchard, CEO
Lakes Region Mental Health Center
40 Beacon Street East
Laconia, NH 03246

Dear Ms. Pritchard,

Enclosed is the Supported Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Lakes Region Mental Health Center. This review took place from June 5, 2018 through June 6, 2018. The Fidelity Review is one component of compliance with the Community Mental Health Settlement Agreement to evaluate the quality of services and supports provided by New Hampshire's Community Mental Health Center system. It is also the goal that these reviews are supportive in nature and enable your Community Mental Health Center to identify areas of strength and areas in need of improvement. Through this, the outcomes and supportive services for all consumers will be improved.

LRMHC is invited to review the report and respond within 30 calendar days from date of this letter addressing the fidelity items listed below. These items have been chosen for your attention as your center scored a 3 or below on them. We ask that you develop a QIP for each item and then upon completion we will work together to prioritize at least 3 to focus on throughout the next 12 months. Please utilize the QIP template that is attached. Please address these items in a QIP to my attention, via e-mail, by the close of business on July 25, 2018.

- Staffing
  - None
- Organization
  - O1: Integration of Rehab with Mental Health TX through team assignment
- Services
  - SV4: Rapid Job Search for Competitive Employment
  - SV5: Individualized Job Search
  - SV6: Job Development, Frequent Employer Contact
  - SV7: Job Development, Quality of Employer Contact
  - SV8: Diversity of Job Types
  - SV12: Time Unlimited Follow Along Supports
  - SV14: Assertive Engagement and Outreach by Integrated Team

Thank you to all of the LRMHC staff for the assistance and time they dedicated to this review. Please contact me with any questions or concerns you may have.

Sincerely,

Lauren Quann, MS
Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

LAQ/laq

Enclosures: LRMHC 2018 SE Fidelity Review, SE Fidelity Review Template
CC: Karl Boisvert, Diana Lacey, Susan Drown, Julianne Carbin

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*The Department of Health and Human Services' Mission is to join communities and families
in providing opportunities for citizens to achieve health and independence.*

Supported Employment Fidelity Review

Lakes Region Mental Health Center

On Site Review Dates: June 5th and 6th, 2018

Final Report Date: June 25th, 2018

David Lynde, LICSW
Dartmouth Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

Christine Powers, LICSW
Dartmouth Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

ACRONYMS

ACT - Assertive Community Treatment

BMHS - NH Bureau of Mental Health Services

CMHC - Community Mental Health Center

CSP - Community Support Program

DHHS - Department of Health and Human Services

DHMC - Dartmouth Hitchcock Medical Center

EBP - Evidence-Based Practice

ES - Employment Specialist

MH - Mental Health

MH Tx Team - Mental Health Treatment Team

NH - New Hampshire

NHH - New Hampshire Hospital

PSA - Peer Support Agency

QA - Quality Assurance

QIP - Quality Improvement Program

SAS - Substance Abuse Specialist

SE - Supported Employment

SMI - Severe Mental Illness

SPMI - Severe and Persistent Mental Illness

TL - Team Leader

Tx - Treatment

VR - Vocational Rehabilitation

AGENCY DESCRIPTION

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth Hitchcock Medical Center conducted an SE Fidelity Review with Lakes Region Mental Health Center on June 5th and 6th, 2018. The Lakes Region Mental Health Center SE team is based out of Laconia, NH.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the Lakes Region Mental Health Center staff in developing and providing these activities as part of SE fidelity review process.

The sources of information used for this review included:
- Reviewing SE client records
- Reviewing documents regarding SE services
- Reviewing data from the SE team
- Observation of SE Supervision Meeting
- Observation of Integrated Mental Health Treatment Team Meeting
- Observations of job development with employers in the community
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialists, Medication Prescriber, other CMHC staff, and a regional Vocational Rehabilitation counselor
- Meeting with SE clients
- Agency Tour

REVIEW FINDINGS AND RECOMMENDATIONS

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
			STAFFING	
1	Caseload Size	5	3.0 Employment Specialists are currently serving 45 clients in SE Services. The ratio of clients to Employment Specialists is 15:1.	
2	Employment Services Staff	5	Employment Specialists provide SE services at least 96% of the time.	
3	Vocational Generalists	4	Employment Specialists carry out a full range of SE activities with clients including: ☑ engagement ☑ completing vocational profiles ☑ developing employment goals ☐ job search ☐ job development and ☑ follow along supports for employed clients. Employment Specialists sometimes provide job search and job development activities; however, the clinical records and other sources of information indicate that some clients receive job development and job search services from VR vendors outside of LRMHC.	As a comprehensive employment model, SE is designed to provide the full range of employment services to all enrolled clients. If the SE team decides to use Vocational Rehabilitation services for job development, this could be accomplished by contracting with VR for the SE team to be a Community Rehabilitation Provider, which would then financially support the Employment Specialist performing job development and job search for all SE clients.

#	Item	Rating	Rating Rationale	Recommendations
			ORGANIZATION	
1	Integration of Rehab w/MH Tx through team assignment	2	Each Employment Specialist is attached to 4 different treatment teams.	The SE Team Leader should carefully restructure team assignments so that each Employment Specialist works with two teams that provide 90% or more of their caseload.
2	Integration of Rehab w/MH Tx through frequent contact	4	☑ Employment Specialists attend weekly mental health treatment team meetings. ☑ Employment Specialists participate actively in treatment team meetings with shared decision-making. ☑ Employment services documentation is integrated into client's mental health treatment record. ☑ Employment Specialists' offices are in close proximity to (or shared with) their mental health treatment team members. ☐ Employment Specialists help the team think about employment for people who haven't yet been referred to SE services. There was significant variability in reports about what team meetings the Employment Specialists regularly attend and which Employment Specialist attends each team. There was also variability about whether or not Employment Specialists stay for the entire treatment team meeting, depending on the team. Given the variable attendance and not staying for the entire meetings, it is difficult for Employment Specialists to think about employment for people who've not yet been referred to SE services.	The SE Team Leader should explore ways for each Employment Specialist to attend each treatment team they are assigned clients on weekly. Increasing contact with an integrated team provides a more cohesive team approach, keeping current on client goals and clinical information, learning about potential job leads, and assisting the team with identifying clients that may benefit from the SE program. One of the key functions of the Employment Specialist is to play an active role in Mental Health Treatment Team meetings by being an active advocate for treatment team members to refer clients directly to SE services. The SE Team Leader should provide supervision and training to Employment Specialists regarding identifying and advocating for clients that might benefit from SE services.

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Employment Specialist & Voc Rehab Counselor	5	☑ Employment Specialists and Vocational Rehabilitation counselors have client-related contacts (phone, e-mail, in-person) at least monthly to discuss shared clients. ☑ The SE Team and VR counselors have scheduled face-to-face meetings at least monthly to discuss referrals.	
4	Vocational Unit	5	☑ The SE team has at least 2 full time Employment Specialists and a team leader that form an employment unit. ☑ The SE team has weekly client-based group supervision based on the Supported Employment model in which strategies are identified. ☑ Job leads are shared. ☑ The SE team provides coverage for each other's caseloads when needed.	
5	Role of Employment Supervisor	4	The SE supervisor carries out the following supervision functions: ☑ The SE Supervisor is responsible for supervising 2.0 FTE Employment Specialists. ☑ The SE Supervisor conducts weekly SE team meetings. ☑ The SE Supervisor works to assure integration with different treatment teams. ☑ The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. ☐ The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate.	The SE Team Leader should establish a way to review the employment rate for clients within the SE program regularly and establish goals for increasing this employment rate.

#	Item	Rating	Rating Rationale	Recommendations
6	Zero Exclusion Criterion	4	☐ All clients interested in working have access to Supported Employment services. ☑ Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources. ☑ Employment Specialists offer help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. Clients who receive services out of the Plymouth, NH location office are unable to access Supported Employment services. Some clients are unable to access or continue SE services due to treatment non-adherence contingencies, such as missing appointments. If a client does not engage in services for 30 days, a "SE Non-engaging Letter" is sent, and SE services are closed 2 weeks days after without further outreach. This is incompatible with the intent and design of SE services utilizing integrated assertive community based outreach and engagement strategies. Given the very limited number of people in SE, it is doubtful that all clients are being encouraged to think about their interest in employment.	The agency should consider providing multiple training opportunities and messaging for front line staff, supervisors, clients and all SE staff regarding the fundamental principle of SE services being available to all clients regardless of treatment adherence to other services, work history, symptoms, substance use, recent hospitalizations or other staff fears. Given the number of eligible adult clients at LRMHC, there are clients who would likely benefit from Supported Employment services that are not in the program. The agency should consider doing a full and comprehensive review of the existing practices regarding suspending SE services when clients miss appointments with service providers. The presence of an agency work group presents a challenge for the SE program to provide full inclusion (zero exclusion) of all clients interested in work. It's important to note, however, that the agency is reportedly terminating this work group as of July 1, 2018.

#	Item	Rating	Rating Rationale	Recommendations
7	Agency Focus on Competitive Employment	4	Agency promotes competitive work via multiple strategies: ☑ Agency intake and quarterly reviews includes questions about interest in employment. ☑ Agency displays written postings in lobby and other waiting areas. ☑ Agency supports ways for clients to share work stories w/other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year. ☐ Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.	The agency should explore ways to measure and share the competitive employment rate for all clients across the agency. Sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals. The agency should consider developing multiple formal and regular structured ways for clients who are not yet employed to hear employment success stories from SE clients. Some examples include: Having an SE client employee of the month recognition or having a panel of employed clients speaking to clients who are not yet working.
8	Executive Team Support for SE	4	☑ Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE. ☑ Agency QA process includes an explicit review of the SE program at least every 6 months through the use of the SE Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE. ☑ At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services.	Multiple staff members indicated they hear about the value of SE services from the SE Coordinator and Team Leader within the sites at the agency, over the past year. The CEO might want to consider speaking about the value of employment at all-staff meetings and other opportunities on a regular and consistent basis. The agency should explore ways to measure and share the competitive employment rate across all State eligible clients in order to reinforce work as a crucial recovery goal. The agency should develop a multi-stakeholder steering committee to support and continue the development of SE services, as well as to discuss quality improvement.

#	Item	Rating	Rating Rationale	Recommendations
			☐ The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator. ☑ SE leader shares information about EBP barriers and facilitates w/the executive team, and the executive team helps the program leader implement solutions to barriers.	
			SERVICES	
1	Work Incentive planning	4	☐ All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. ☑ Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income. ☑ Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable. ☑ Clients are given information on where to access information about benefit planning. LRMHC SE clients appear to be offered assistance in at least basic benefits counseling before starting a new job and assistance when making decisions about changes in work. While this type of service is useful, it is not clear clients are offered individualized work incentive counseling.	The agency provides some basic benefits counseling and instructs many clients to stay under SGA. While staying under the SGA is one strategy, it is not the only strategy and keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available. It is important for the agency to identify specially trained providers who can develop comprehensive work incentive counseling reports with multiple options for clients so they can make informed decisions about benefits and income with comprehensive and multiple options. Such services may be found at Granite State Independent Living as one example. While the SE program does provide some basic information to clients regarding managing benefits via the agency "benefits specialist," this is not Work Incentive Counseling. It is important for the agency to identify specially trained providers who can develop comprehensive work incentive counseling reports with multiple options for clients so they can make informed decisions about benefits and income

#	Item	Rating	Rating Rationale	Recommendations
			Several clinical records, information from staff members, and information from multiple clients shows that SE clients are frequently instructed to "stay under Substantial Gainful Activity (SGA)." While this method of staying under the SGA is one strategy for working with benefits, it is not the only strategy and keeps a limit on how much clients can earn and how independent clients can become when using multiple work incentive program available.	with comprehensive and multiple options. Such services may be found at Granite State Independent Living, as one example. Work incentives counseling services are typically provided by a Certified Work Incentives Counselor (CWIC) who receives several hours of intensive training due to the complexity and variety of work incentive options.
2	Disclosure	5	☑ Employment Specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services. ☑ Employment Specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure. ☑ Employment Specialists discuss specific information to be disclosed and offer examples of what might be said to employers. ☑ Employment Specialists discuss disclosure on more than one occasion.	
3	Ongoing, Work-based Vocational Assessment	5	☑ Developing the vocational profile occurs over 2-3 sessions and information is documented on a vocational profile that includes preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. ☑ The vocational profile is used to identify job types and work environments. ☑ The vocational profile is updated on a regular basis. ☑ Employment Specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes.	

#	Item	Rating	Rating Rationale	Recommendations
4	Rapid Job Search for Competitive Employment	3	According to the data reviewed, the first face-face contact with an employer by the client or an Employment Specialist about a competitive job varied significantly by client, from 1 days to 6 years. According to reports and records reviewed, the first face-to-face contact with and employer by the client or an Employment Specialist is on average 1-5 months after program entry. ☑ The SE program tracks employer contacts.	The SE Team Leader should require all SE staff to input information about a client's first contact with a potential employer or school in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data: - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.
5	Individualized Job Search	2	According to review of charts and information collected from clients, Employment Specialists appear to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs about 36% of the time. ☐ Employer contacts are consistent with the current employment/job search plan. ☑ When clients have limited work experience, Employment Specialists provide information about a range of job options in the community. According to the review of charts, Employment Specialists are not making employer contacts based on job choices which reflect clients' preferences, strengths, lessons learned from previous jobs for the majority of clients.	The SE Team Leader should provide guidance to Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals. The SE Team might benefit from using a standard form for indicating each client's employment goals that are specific, clear and has the date for each change. This might be done using an "individual employment plan." Goals should always indicate what the client's specific employment goals and preferences are and should be updated frequently and consistently; this provides person-centered SE services.

#	Item	Rating	Rating Rationale	Recommendations
6	Job Development - Frequent Employer Contact	1	According to the data reviewed, Employment Specialists make less than 2 face-to-face employer contacts that are client-specific per week.	Employment Specialists should make 6 in-person employment contacts each week. Those contacts should be regularly documented in a job development log accessible to all SE staff members. Frequent job development allows for Employment Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community.
7	Job Development - Quality of Employer Contact	1	Employment Specialists rarely make employer contacts.	In order to develop employer relationships and engage in quality job development, Employment Specialists should be making employer contacts on a regular basis (Please see Recommendation in Item above – Job Dev- Frequency). All Employment Specialists should document job development employer contacts that capture the content and quality of these interactions and relationships. The SE Team Leader should require use of an employer contact log for all Specialists regularly to track, share, and improve employer contacts in the community. Job development logs provide readily accessible and current information about activities with all employer contacts and includes next steps for each employer. This log should be readily accessible to the whole SE Team. The SE Team Leader should also provide ongoing supervision and field mentoring regarding quality employer contacts and job development.

#	Item	Rating	Rating Rationale	Recommendations
8	Diversity of Job Types	2	According to the data reviewed, Employment Specialists assist clients to obtain different job types 59% of the time. Several	The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. When Specialists make employer contacts aimed at making a good job match based on client's preferences and needs, SE clients are likely to have a wider variety of job types. Additionally, the SE Team should develop working relationships with identified community employers that match with each client's specific employment goals via job development.
9	Diversity of Employers	4	According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 79% of the time.	The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. When Employment Specialists make employer contacts aimed at making a good job match based on client preferences and needs, SE clients are likely to have a wider variety of employers. Additionally, the SE Team should develop working relationships with identified community employers that match with each client's specific employment goals via job development.

| #	Item	Rating	Rating Rationale	Recommendations
10	Competitive Jobs	4	According to the data reviewed, Employment Specialists provide options for permanent competitive jobs approximately 93% of the time. Approximately 7% of clients who have jobs in the SE program are based out of a "maintenance work group," which had been created specifically for people with mental health challenges. This program is reportedly ending on July 1, 2018.	The SE Team Leader might want to review the meaning of 'competitive' jobs and the focus on competitive jobs within the agency, and with the Employment Specialists regularly. The presence of an agency work crew presents a challenge for the SE program to provide full inclusion (zero exclusion) of all clients interested in work. The agency should continue to phase this program out.
11	Individualized Follow-along Supports	4	☑ Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. ☑ Employment Specialists provide employer support at clients' requests. ☑ Employment Specialists help clients move onto more preferable jobs and also helps with school or certified training programs. ☐ The site provided examples of different types of support including enhanced supports by treatment team members. While there was some discussion and information about mental health treatment teams being involved in follow-along supports for employed clients, it appeared that most of these employed clients were not in SE. The Employment Specialists appeared to be solely responsible for follow along support with those clients in the SE program.	The SE Team might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team. There were several SE clients that appeared to be working successfully with limited SE support. Supports that are related to the person's work history, preferences, strengths, and supports, should be provided by a variety of people from the client's treatment team. Other types of supports the whole treatment team might help with include: Med adjustments related to work, budgeting, social skills training, rides to work, working with family around the client's job, encouragement regarding work, and help with grooming or dress for the job, as some examples. The SE Team Leader might want to work with each treatment team to provide education about how members of the teams can provide enhanced supports around employment.

#	Item	Rating	Rating Rationale	Recommendations
12	Time-unlimited Follow-along supports	3	☑ Employment Specialists have face-to-face contact within 1 week before starting a job, on average. ☐ Employment Specialists have face-to-face contact within 3 days after starting a job, on average. ☑ Employment Specialists have face-to-face contact at least monthly for a year or more, on average, after working steadily and desired by clients. ☐ Clients are transitioned to step down job supports from mental health worker following steady employment. According to records reviews, Employment Specialists have face-to-face contact within 3 days after starting a job about 33% of the time, on average. Clients are not transitioned to step down job supports from mental health worker following steady employment, as many clients stay in the Se program with limited support from the Employment Specialist.	The SE Team Leader should emphasize the need for the Employment Specialist to develop follow along support strategies for the critical time period right around job starts. The SE Team might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team, as there were several SE clients that appeared to be working successfully with limited SE support.
13	Community Based Services	5	Employment Specialists spend at least 65% or more of their total scheduled work hours in the community.	
14	Assertive Engagement & Outreach by Integrated Team	2	Evidence that all 6 strategies for outreach and engagement are used: ☐ Service termination not based on missed appointments or fixed time limits ☑ Systematic documentation of outreach attempts ☑ Engagement and outreach attempts made by integrated team members ☐ Multiple home/community visits ☑ Coordinated visits by Employment Specialist with integrated team member ☐ Connect with family when applicable	When an SE client begins missing appointments or has difficulty engaging, it's imperative the Employment Specialist try and find out the reason(s) so the team can help the person solve any problems that might be getting in the way. Many of the outreach attempts noted were made via phone. The SE Team Leader might want to consider providing support on how to outreach in other creative ways. Employment Specialists attending Mental Health Treatment team meetings on a weekly basis would provide an effective forum for strategizing assertive engagement and outreach mechanisms with Mental Health Treatment team members.

#	Item	Rating	Rating Rationale	Recommendations
			The SE Team sends a "Non-engaging letter" to clients who miss appointments. Many clients receive this letter after limited outreach, primarily phone calls. If the clients does not return the Employment Specialist's call within 2 weeks of the letter, SE services are terminated. The primary outreach method used by the SE team is outreach by phone. Employment Specialists sometimes utilize team members to assist in outreach and engagement; however, there was no evidence of utilizing family or home visit strategies.	The SE Team Leader might want to train SE staff around identifying and maintaining client supports, such as family. A client's support system can be an integral tool in engagement, outreach, and supporting clients' employment goals. The agency should reconsider use of the 30-day service termination letters with clients who are not engaging in services. The agency should also consider providing training to treatment teams around the many different engagement and outreach strategies that might be used to reengage clients. Treatment teams as a whole should make every effort to connect with clients in a variety of ways before closing a case.

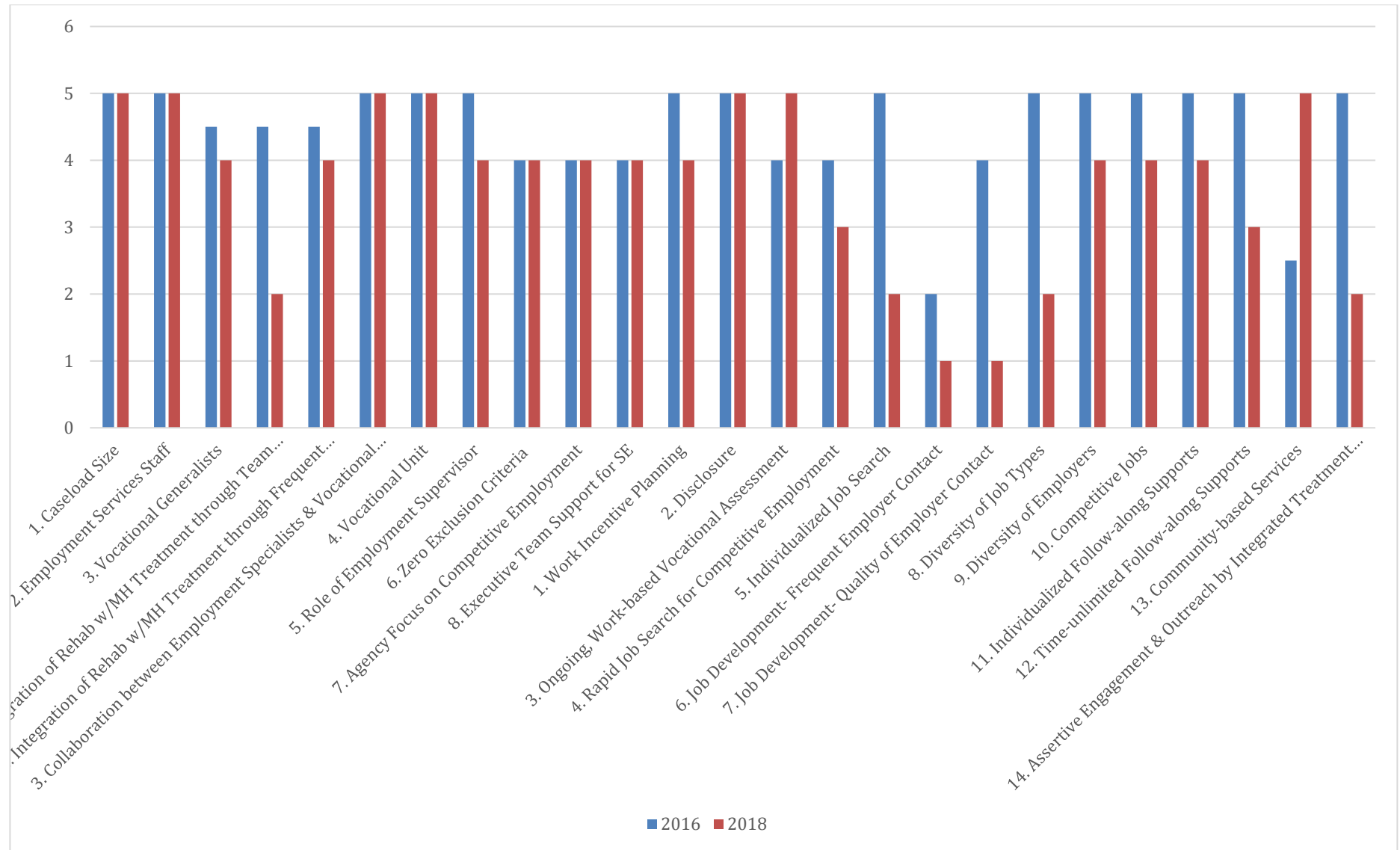| LRMHC SE Score Sheet	
Staffing	**Rating 1 - 5**
1 Caseload Size	5
2 Employment Services Staff	5
3 Vocational Generalists	4
Organization	
1 Integration of Rehab w/MH Treatment through Team Assignment	2
2 Integration of Rehab w/MH Treatment through Frequent Contact	4
3 Collaboration between Employment Specialists & Vocational Rehab	5
4 Vocational Unit	5
5 Role of Employment Supervisor	4
6 Zero Exclusion Criteria	4
7 Agency Focus on Competitive Employment	4
8 Executive Team Support for SE	4
Services	
1 Work Incentive Planning	4
2 Disclosure	5
3 Ongoing, Work-based Vocational Assessment	5
4 Rapid Job Search for Competitive Employment	3
5 Individualized Job Search	2
6 Job Development- Frequent Employer Contact	1
7 Job Development- Quality of Employer Contact	1
8 Diversity of Job Types	2
9 Diversity of Employers	4
10 Competitive Jobs	4
11 Individualized Follow-along Supports	4
12 Time-unlimited Follow-along Supports	3
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Tx Team	2
Total	91

115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99   = Fair Fidelity
73 and below   = Not Supported Employment

LRMHC SE Items 2018
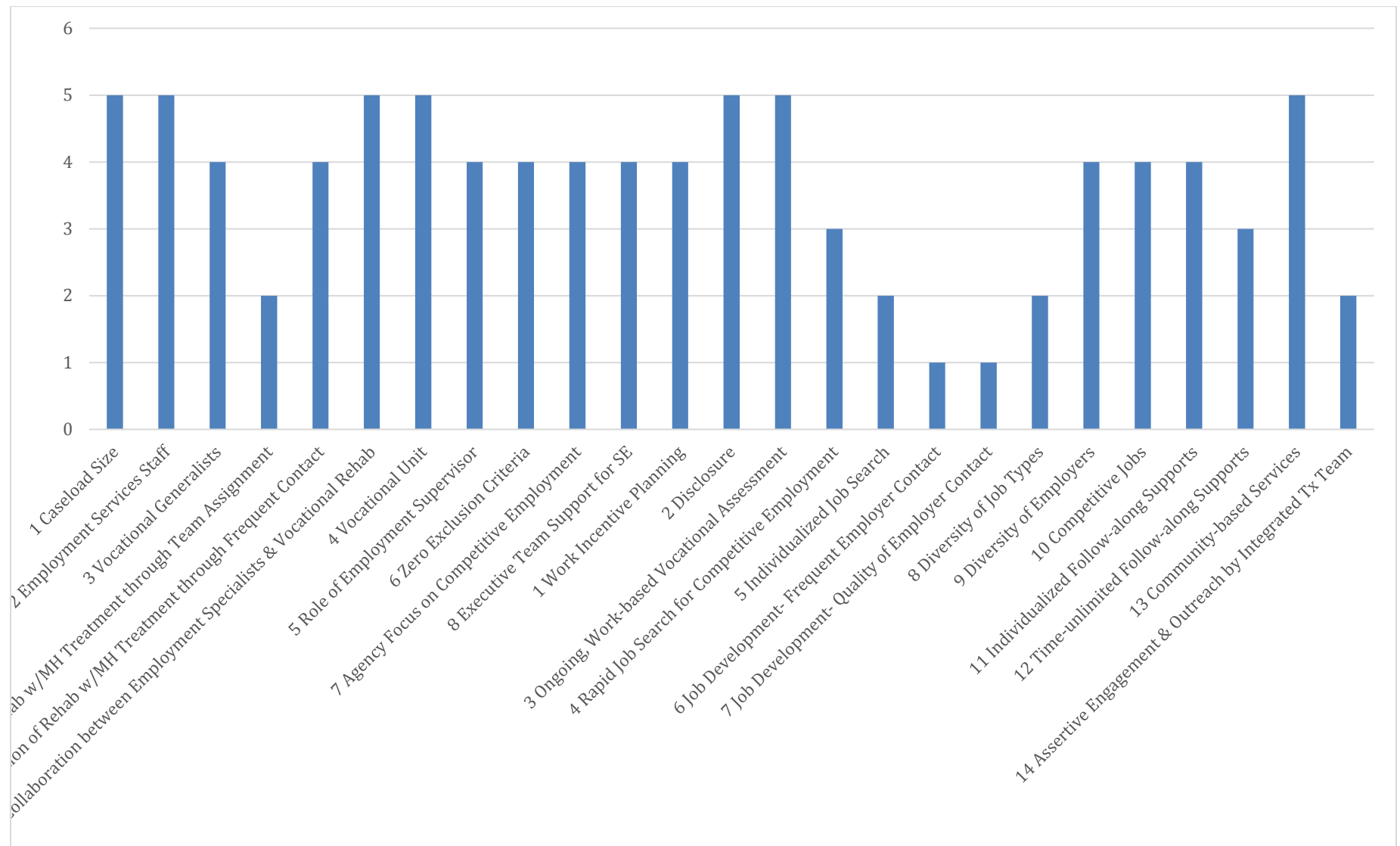
SE Score Sheet Year Comparisons	2016	2018
1. Caseload Size	5	5
2. Employment Services Staff	5	5
3. Vocational Generalists	4.5	4
1. Integration of Rehab w/MH Treatment through Team Assignment	4.5	2
2. Integration of Rehab w/MH Treatment through Frequent Contact	4.5	4
3. Collaboration between Employment Specialists & VR	5	5
4. Vocational Unit	5	5
5. Role of Employment Supervisor	5	4
6. Zero Exclusion Criteria	4	4
7. Agency Focus on Competitive Employment	4	4
8. Executive Team Support for SE	4	4
1. Work Incentive Planning	5	4
2. Disclosure	5	5
3. Ongoing, Work-based Vocational Assessment	4	5
4. Rapid Job Search for Competitive Employment	4	3
5. Individualized Job Search	5	2
6. Job Development- Frequent Employer Contact	2	1
7. Job Development- Quality of Employer Contact	4	1
8. Diversity of Job Types	5	2
9. Diversity of Employers	5	4
10. Competitive Jobs	5	4
11. Individualized Follow-along Supports	5	4
12. Time-unlimited Follow-along Supports	5	3
13. Community-based Services	2.5	5
14. Assertive Engagement & Outreach by Integrated Team	5	2
Total	112	91

LRMHC SE 2016 & 2018 Comparison

Chart comparing 2016 (blue) and 2018 (red) values across the following categories:

1. Caseload Size
2. Employment Services Staff
3. Vocational Generalists
Integration of Rehab w/ MH Treatment through Team...
Integration of Rehab w/ MH Treatment through Frequent...
3. Collaboration between Employment Specialists & Vocational...
4. Vocational Unit
5. Role of Employment Supervisor
6. Zero Exclusion Criteria
7. Agency Focus on Competitive Employment
8. Executive Team Support for SE
1. Work Incentive Planning
2. Disclosure
3. Ongoing Work-based Vocational Assessment
4. Rapid Job Search for Competitive Employment
5. Individualized Job Search
6. Job Development- Frequent Employer Contact
7. Job Development- Quality of Employer Contact
8. Diversity of Job Types
9. Diversity of Employers
10. Competitive Jobs
11. Individualized Follow-along Supports
12. Time-unlimited Follow-along Supports
13. Community-based Services
14. Assertive Engagement & Outreach by Integrated Treatment...

Legend: ■ 2016 ■ 2018

20

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Quality Improvement Plan Template
Lakes Region Mental Health Center

Location: Laconia   Date: July 24, 2018

SE Fidelity Area in Need of Improvement: *O1 Integration of rehabilitation with mental health treatment through team assignment*

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by December 31, 2018

Improvement Strategies (select all that apply)**:**
☐ Policy change ☐ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Restructure team assignments; to be implemented in a thoughtful manner where clients receive notice, transition meetings are held with warm hand off to occur. Newly assigned clients assigned per fidelity guidelines.	90% of SE Specialists caseloads cross over 1-2 teams; transitions to occur over the next 3-5 months.	August 1, 2018	December 31, 2018	SE Team Leader
SE Coordinator will review with SE Team Leader progress during weekly supervision.	Noted above.	September 1, 2018	December 31, 2018	SE Coordinator
QI to run monthly report by SE client and team coordinator.	Noted above.	September 1, 2018	December 31, 2018	QI Manager

NH Department of Health and Human Services
Bureau of Mental Health Services

_____

SE Fidelity Area in Need of Improvement: **S4 Rapid job search for competitive employment**

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by December 31, 2018

Improvement Strategies (select all that apply)**:**
☐ Policy change   ☐ Practice change   ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement   ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Update SE Agreement that SE Specialists use to explain the program, set the stage for services, obtain buy in, etc. to include an expectation of readiness to look for employment within the next 30 days.	Determine client readiness to participate in SE program.	August 1, 2018	August 15, 2018	SE Team Leader
Add to SE training for all new & existing clinical staff the 'readiness expectation' prior to referral.	Noted above	August 1, 2018	September 1, 2018	SE Team Leader
Employment Specialists will reliably enter information about client's first potential employer or school contact into existing tracking system.	Noted above	August 1, 2018	September 1, 2018	SE Team Leader
Will add to report – • Date of first face to face potential employer contact • Date of interview(s) • Disclosure permission for follow-along supports, if	Client will have first employer contact within 30 days of entering SE Program. Current clients who have not had an	August 1, 2018	September 1, 2018	SE Team Leader

client agrees	employer contact – this will be a goal within next 30 days.			
Above to be monitored via report with SE Team Leader through weekly supervision.	Noted above.	August 1, 2018	December 31, 2018	SE Coordinator
QI to monitor report at monthly QI/SE Team meeting.	Noted above.	August 1, 2018	December 31, 2018	QI Manager

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SE Fidelity Area in Need of Improvement: <mark>S5 Individualized job search</mark>

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by December 31, 2018

Improvement Strategies (select all that apply)**:**
☐ Policy change ☐ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Team training around developing specific and personally meaningful employment goals which include: • Individual Service Plan to be reviewed quarterly - goals and/or objectives changed as needed. • Individual Service Plan to be revised when goals or objectives are achieved and/or a client's job preferences change.	Client job preferences will drive job search.	August 1, 2018	September 30, 2018	SE Team Leader
SE Team Leader to discuss above in weekly supervision with Employment Specialists.	Noted above.	August 1, 2018	Ongoing	SE Team Facilitator
SE Coordinator to review progress with SE Team Leader during weekly supervision.	Noted above.	August 1, 2018	December 31, 2018	SE Coordinator

QI to cross reference SE report - audit 5 pertinent records per month (quarterlies and ISPs).	Noted above.	September 2018	December 31, 2018	QI Manager

Include additional forms if needed.

SE Fidelity Area in Need of Improvement: <mark>S6 Job development – frequent employer contact</mark>

SE Fidelity Baseline: ☒ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by December 31, 2018

Improvement Strategies (select all that apply)**:**
☐ Policy change   ☐ Practice change   ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement   ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Employment Specialist will make 6 weekly face to face contacts with employers; progress will be discussed and tracked during weekly team meeting.	Increase job development per fidelity.	July 15, 2018	September 1, 2018	SE Team Leader
SE Coordinator to audit spreadsheet during Team Leader supervision.	Noted above.	August 1, 2018	December 31, 2018	SE Coordinator
QI to audit spreadsheet on monthly basis at SE/QI meeting.	Noted above.	August 1, 2018	December 31, 2018	QI Manager

Include additional forms if needed.

SE Fidelity Area in Need of Improvement: <mark>S7 Job development – quality of employer contact</mark>

SE Fidelity Baseline: ☒ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by December 31, 2018

Improvement Strategies (select all that apply)**:**
☐ Policy change ☐ Practice change ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Employment Specialists will make 6 face to face employer contacts each week – documented in job development log and reviewed in weekly Team Meeting.	Reach more employers to talk about SE supports and services.	July 1, 2018	July 30, 2018 & Ongoing	SE Team Leader
SE Team Leader will shadow job development 1 x month for 5 months for quality – will track on a spreadsheet.	Support Employment Specialists with job development efforts.	August 1, 2018	December 31, 2018	SE Team Leader
SE Coordinator to attend weekly Team meeting and/or review logs with SE Team Leader during supervision.	Noted above.	August 1, 2018	December 31, 2018	SE Coordinator
QI to monitor job development logs and job shadow spreadsheet at monthly QI/SE Team meeting.	Noted above.	August 1, 2018	February 28, 2019	QI Manager

Include additional forms if needed.

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SE Fidelity Area in Need of Improvement: <mark>S8 Diversity of job types</mark>

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by December 31, 2018

Improvement Strategies (select all that apply)**:**
☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Provide training at SE Team regarding assisting clients with developing personally meaningful employment preferences, including desired job type – which are incorporated into client goals and objectives. SE Team Leader to monitor during individual supervision.	Employment specialists assist clients to obtain different types of jobs (85-100%)	August 1, 2018	August 31, 2018	SE Team Leader
SE Coordinator to verify through SE Team Leader Supervision.	Noted above.	August 1, 2018	December 31, 2018	SE Coordinator
QI to monitor via SE Team Leader spreadsheet at QI/SE monthly meeting.	Noted above.	August 1, 2018	December 31, 2018	QI Manager

Include additional forms if needed.

SE Fidelity Area in Need of Improvement: S12 Time unlimited follow-along supports

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by January 31, 2019

Improvement Strategies (select all that apply)**:**
☐ Policy change   ☐ Practice change   ☒ Process change ☐ Workforce Development
☐ Infrastructure improvement   ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Provide training at SE Team: • Face to face contact within 3 days after starting a job. • SE Team Leader follows up in weekly 1:1 supervision regarding contacts. • Ongoing discussion in clinical team meetings regarding transfer of follow-along supports. Provide above training at all clinical team meetings.	To provide follow-along supports with the goal to transition client to treatment team for continued support at 1 year of stabilized employment.	August 1, 2018 September 1, 2018	August 31, 2018 September 30, 2018	SE Team Leader SE Team Leader
SE Coordinator reviews above with SE Team Leader during supervision.		August 1, 2018	January 31, 2019	SE Coordinator
QI to obtain client list who have been working for 1 + years – audit for above.		September 1, 2018	January 31, 2019	QI Manager

Include additional forms if needed.

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SE Fidelity Area in Need of Improvement: S14 Assertive engagement & outreach by integrated team

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☒ 5 by February 2019

Improvement Strategies (select all that apply)**:**
☐ Policy change   ☐ Practice change   ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement   ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed)**:**

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Engagement & Outreach Procedure reviewed/revised.	All 6 strategies for engagement and outreach are used.	August 1, 2018	August 31, 2018	SE Coordinator
SE Training to include: • Service termination is not based on missed appointments or fixed time limits. • Systematic documentation of outreach attempts. • Engagement and outreach attempts made by integrated team members. • Multiple home/community visits. • Coordinated visits by employment specialist with integrated team member. • Connect with family when applicable.	Noted above.	August 10, 2018	August 30, 2018	SE Team Leader

SE Coordinator to review with SE Team Leader during weekly supervision.		September 1, 2018	February 28, 2019	SE Coordinator
QI to receive list of termed SE clients at monthly SE/QI meeting – QI to audit progress notes for above.		October 1, 2018	February 28, 2019	QI Manager
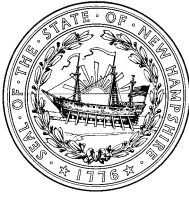
Include additional forms if needed.

STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

BUREAU OF MENTAL HEALTH SERVICES

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Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

July 26, 2018

Margaret Pritchard, CEO
Lakes Region Mental Health Center
40 Beacon Street East
Laconia, NH 03246

Dear Ms. Pritchard,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Lakes Region Mental Health Center's (LRMHC) SE Fidelity Quality Improvement Plan submitted on July 24, 2018 that was in response to the SE Fidelity Review conducted June 5, 2018 through June 6, 2018. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement.

Please contact Lauren Quann if you have any questions regarding this correspondence at 603-271-8376, or by e-mail: Lauren.Quann@dhhs.nh.gov.

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,

Lauren Quann, MS
Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

LAQ/laq

Enclosures: LRMHC SE Progress Report Quarter 1
CC: Karl Boisvert, Diana Lacey, Julianne Carbin

*The Department of Health and Human Services' Mission is to join communities and families
in providing opportunities for citizens to achieve health and independence.*